

## Evaluation of organizational behavior in the personnel of Micro and small companies in the city of Izúcar de Matamoros

### Evaluación del Comportamiento organizacional en el personal de las Micro y pequeñas empresas de la ciudad de Izúcar de Matamoros

MERINO-VIAZCÁN, Janet†\*, SOLANO-PALAPA, Nathaly, PEÑA-CRUZ-ARCHUNDIA, Félix Martín and MEDINA RAMÍREZ, Anahí

*Universidad Tecnológica de Izúcar de Matamoros, Prolongación Reforma 168, Barrio de Santiago Mihuacán, C.P 74420, Izúcar de Matamoros, Puebla, México.*

ID 1<sup>st</sup> Autor: *Janet, Merino-Viazcán* / ORC ID: 0000-0003-1322-1016, Researcher ID Thomson: S-6873-2018, CVU CONAHCYT ID: 453988

ID 1<sup>st</sup> Co-author: *Nathaly, Solano-Palapa* / ORC ID: 0000-0002-7193-4228, Researcher ID Thomson: S-6724-2018, CVU CONAHCYT ID: 460942

ID 2<sup>nd</sup> Co-author: *Félix Martín, Peña-Cruz-Archundia* / Researcher ID Thomson: IUO-9129-2023

ID 3<sup>rd</sup> Co-author: *Anahí, Medina-Ramírez* / Researcher ID Thomson: IUO-9248-2023

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#### Abstract

The Micro and small companies of the city of Izúcar de Matamoros, have suffered great effects for various reasons, through university intervention we want to evaluate the impact of not carrying out an analysis of organizational behavior. According to the above, the interest of evaluating the organizational behavior of the market dedicated to the purchase and sale of tangible goods and helping to improve the areas of opportunity that may arise, likewise, to be able to strengthen the company and contribute to its permanence. in the market. It is considered important to mention that one of the reasons for this research is to help and provide greater knowledge of the organizational culture and organizational climate and how they influence the behavior of staff and their job performance. It is considered essential to involve the senior management of MSMEs, because they must have knowledge about the behavior of this phenomenon, that is, the relationship between culture, climate and behavior in performance, labor productivity of employees. collaborators in the economic entities of the center of Izúcar de Matamoros, Pue.

#### Assessment, Organizational behavior and personal

#### Resumen

Las Micro y pequeñas empresas de la ciudad de Izúcar de Matamoros, han sufrido grandes afectaciones por diversas causas, por medio de la intervención universitaria se quiere evaluar el impacto de no llevar un análisis del comportamiento organizacional. De acuerdo a lo anterior, el interés de evaluar el comportamiento organizacional del mercado dedicado a la compra venta de bienes materiales y coadyuvar a la mejora de las áreas de oportunidad que se pueden presentar, así mismo, poder fortalecer la empresa y contribuir a su permanencia en el mercado. Se considera importante mencionar que una de las razones de esta investigación es coadyuvar y aportar mayor conocimiento de la cultura organizacional y el clima organizacional y cómo éstos influyen en el comportamiento del personal y en su desempeño laboral. Se considera primordial involucrar a la alta dirección de las MiPyMEs, debido a que, ellos deben tener conocimiento sobre el comportamiento de este fenómeno, es decir, la relación que guarda la cultura, el clima y el comportamiento en el desempeño, productividad laboral de los colaboradores en las entidades económicas del centro de Izúcar de Matamoros, Pue.

#### Evaluación, Comportamiento organizacional y personal

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† Researcher contributing first author.

## Introduction

In Mexico, small and medium-sized enterprises generate 78% of national employment and represent the economic engine of the country, with almost 4.1 million SMEs according to research conducted by the National Institute of Statistics, Geography and Informatics INEGI (2019).

The information published in Data Mexico about the results of the Economic Census 2019, the predominant economic sectors in the city of Izúcar de Matamoros, Puebla, are the retail trade sector with 44.9%, followed by Temporary accommodation services and food and beverage preparation with a percentage by 16.6%, other services except governmental activities being 13%, likewise manufacturing industry has a 10.3% share.

At the national level, MSMEs have been studied for several decades, through which it has been detected that they face a series of difficulties that notably obstruct their development, among which are the following factors that affect their cost structure: low efficiency in labour, low efficiency of indirect labour, outdated technology, machinery and equipment, high costs in the maintenance and repair of machinery, excessive variety of products, problems related to education, lack of training, lack of qualified labour for companies to face the challenges of competitiveness, lack of entrepreneurial culture and lack of capacity of companies to improve important aspects such as: administration, marketing, financing, identification of business opportunities and management of human resources. Instituto de Investigaciones Legislativas del Senado de la República (2002).

In Izúcar de Matamoros, through university intervention, it was observed that the majority of MSMEs in the region lack administrative theory. This is due to various factors, including the fact that entrepreneurs do not have the knowledge due to their academic training, lack of time or lack of interest in training, which represents a limitation to achieve adequate development and growth; therefore, the planning of their projects or activities is not always possible.

The daily rights are minimal, having to survive day by day in a highly competitive environment. Through various diagnoses, it was detected that empirical administration continues to predominate, and the lack of knowledge of various administrative tools is also notable and exposed by the businessmen.

Nowadays, the new market conditions require us to orient economic entities more and more towards professionalisation, innovation, creativity and customers, since competition, both internal and external, is constantly growing, which attacks market niches. Consumers in general are more informed, which may limit the satisfaction of their expectations. Technological progress, in particular social media, has contributed to increased competition and has revolutionised the ways and times of doing things. From this point of view, it is worth highlighting the factors that influence the behaviour of entrepreneurs, since the permanence of the company in the market depends directly and indirectly on it.

It is considered that it is increasingly necessary to promote the culture of "recurrent evaluations in companies or organisations", as it can be a preventive mechanism or a visualisation of those failures or areas of opportunity that appear, due to current problems or situations, caused by extensive growth in the market, as well as the needs that are increasing day by day.

University intervention in economic or social entities in the centre of Izúcar de Matamoros, Pue, through the application of instruments that measure organisational behaviour will allow senior management to generate strategies and proposals for MSMEs to have appropriate processes, a healthier organisational climate, trained human capital, favourable lines of communication, better work performance, among other benefits; the aforementioned will have an impact on productivity, being able to diagnose the entity is essential for a win-win, referring to human capital and productivity.

It is worth mentioning that contributing to the development of MSMEs will allow for a better performance in the following areas: MERINO VIAZCÁN, Janet, SOLANO PALAPA, Nathaly, PEÑA CRUZ ARCHUNDIA, Félix Martín and MEDINA RAMÍREZ, Anahí. Evaluation of organisational behaviour in the staff of micro and small enterprises in the city of Izúcar de Matamoros.

The workers, in the development of the economic entity and therefore in the municipality.

### Organisational behaviour

#### *Principles of the Theory of Human Relations Theory*

Ramos Lugo & Triana Gómez (2007), in their research "School of human relations and its application in a telecommunications company" expose Elton Mayo and his followers who support the Theory of Human Relations, with the results of the "Hawthorne Experiment" and the ideas of Psychology and Sociology that allowed to outline its basic principles:

- Integration and social behaviour: production levels depend on social integration, the worker does not act in isolation, but as a member of a social group, so work is a group activity, the study showed that the behaviour of the individual is conditioned by social norms or standards.
- Social rewards and sanctions: it was found that workers who produced above or below the socially determined norm lost the affection and respect of their peers.
- Informal groups: they constitute the human organisation of the company, which is often in opposition to the formal organisation established by the management; they define their forms of rewards or sanctions, scale of values, beliefs and expectations.
- The content of the job: Mayo and his collaborators observed that specialisation in work did not guarantee efficiency and that workers changed jobs frequently to avoid monotony.

- Emotional aspects: the study found that human relations and cooperation are key to avoiding conflict and maintaining primary groups.
- Supervisory style: managers must be able to treat their workers with dignity, understand, know how to communicate, be democratic and persuasive, on the basis that man is a social being.

#### *Implications of the Theory of Human Relationships*

##### *Theory*

The theory of Human Relations provided a new language and the basis for the Behaviourist School, which was joined by the theories of various scholars such as Kurt Lewin, Herbert Simon, Maslow, Skinner, McGregor, but their studies are not the subject of this paper, so we do not go into them in depth; in general, the following concepts began to be handled:

**Motivation:** All human behaviour is motivated, in the psychological sense, it is the persistent tension that originates in the individual some form of behaviour directed towards the satisfaction of one or more needs.  
**Leadership:** It is the interpersonal influence exerted in a situation, oriented towards the achievement of one or more objectives through the process of human communication.  
**Communication:** It is the exchange of information between individuals, it constitutes one of the fundamental pillars of human experience and social organisation.

**Informal organisation:** It is the set of interactions and relationships established by the various human elements of an organisation, different from the formal one. This concept was developed by Rothlisberger and Dickson in their book on the Hawthorne experiment.

**Group dynamics:** These are people who integrate with each other and perceive themselves as members of a group, the dynamics is the sum of the interests of its members, it can be activated by stimuli to achieve greater rapprochement and learning. Kurt Lewin in his book "Dynamics of Personality" (1935) developed this concept extensively.

## Contributions

The contribution of this humanistic approach to management can be summarised as follows:

- Involving for the first time the human being as a primary element in an organisation. Observing the organisation as a social system.
- Proposing that productivity is not a problem of engineering, but of group relations.
- Pioneered the study of motivation, leadership, communication and informal groups.

### *Beginnings of Behavioural Theory*

In the publication "Behavioural theory: what is it, origins, characteristics, advantages", by Lifeder (2019), he asks What is behavioural theory?

Behavioural Theory, to which he answers that it is also known as Behavioural Management Theory, is one that refers to all those behaviours of people within an organisation. In other words, its focus is on the habits of each individual within a company.

He explains that this theory arises in opposition to classical management theories, which did not have the person as their main focus, but rather other organisational elements. This is due to the fact that behavioural theory aims to emphasise the individual behaviours of workers.

Thanks to the emergence of this theory, organisations were able to take a different direction from previous philosophies. This allowed companies to have a different perspective on how to do and plan their internal activities and, above all, to strengthen human relations within the company.

The Behaviourist Management Theory has long been a model for organisations of all kinds around the world to follow, as its approach and concepts can be applied to any economic and management sector.

Behavioural theory began at the end of the 1940s in the United States, when a new administrative model was implemented that focused on strengthening human relations as a central element within organisations.

In this way, classical theories that focused on other types of components that did not have the human aspect as the main factor were left aside. At the time, human relations, such as communication or interaction between employees, customers and managers, were not prioritised, but rather the structure of the company and the execution of tasks and functions.

The emergence of such a theory, which focused on people and what revolves around them, was at first strongly rejected because of the formulas by which companies were previously managed. Over time, Behavioural Theory forced companies to change the way they think and perform their functions.

### *Advantages and disadvantages of behavioural theory*

The model proposed by the Behavioural Theory brought great benefits to companies since its formulation, but it also companies since its formulation, but there are also some disadvantages, as we will see below:

#### *Advantages*

By seeking to improve the productivity of the company and the fulfilment of functions, individuals are rewarded to keep them motivated.

There is much greater communication and interaction between people, resulting in high employee satisfaction.

There is greater collaboration and coordination of tasks in order to carry out organisational activities effectively and efficiently. There are individualities so that not everyone can be treated the same, allowing some to excel more than others.

Achievements are rewarded and shortcomings are punished, in order to achieve greater motivation and thus improve productivity.

It makes workers feel increasingly useful and necessary, as it makes them the backbone of organisational production.

### *Disadvantages*

Some studies have shown that this model can cause worker anxiety and some health problems. This is important, as the model should ensure the emotional stability of people. It can often lead to a reluctance on the part of workers to face new challenges and tasks.

Some workers' self-esteem may also be lowered when they see that others excel in certain tasks or functions.

Often the interaction between people within the organisation can trigger conflicts or problems that must be solved by the top management in order not to affect the company's objectives.

In the research by Suárez Guevara et al., (2020), called "Organisational behaviour and its role in business management", they tell us that managers do the work through people. They allocate resources, direct the activities of others and make decisions to achieve organisational goals. The organisation is a coordinated social unit, composed of two or more people, functioning to achieve a common goal. Managers are responsible for the functioning of the organisation.

The world has become a global village. Understanding organisational behaviour has become very important for today's managers. Globalisation has presented challenges and opportunities for organisational behaviour. Various changes such as increase in the number of female employees, reduction of corporate staff, increase in the number of temporary workers are occurring in organisations. Business is shifting to where the technology is. It can be said that business has become technological.

Bravo et al., (2020), states that the survival of an organisation depends to a large extent on the use of behavioural models that favour employees, whose behaviour helps or directly affects the organisation.

This is manifested in various human resource practices as an important predictor of organisational success. Studies have found effective relationships between positive climates and various measures of organisational success, such as employee retention, productivity, customer satisfaction and profitability.

Business managers are constantly looking for improvements for their organisations, but they need to know the behaviour of their employees as individuals, groups and organisations. This is a field of study that investigates the effect that individuals, groups and structure have on behaviour within organisations, with the purpose of applying such knowledge to improve organisational effectiveness. They argue that organisational behaviour is the study of human behaviour in organisational contexts, of the interface between human behaviour and the organisation, and of the organisation itself. Scholars agree that any assessment of organisational behaviour or its manifestations necessarily involves the analysis of the variables that describe it and the measurement of its effects.

Chiavenato (2009), called "Organisational behaviour", shares that organisations are the most sophisticated and complex creation of mankind, because he considers that they are the basis of all inventions, as they continuously innovate products, services, facilities, means of entertainment and information.

Organisations are made up of individuals, who present certain behaviours and interests among themselves.

For Chiavenato (2009), organisational behaviour refers to the study of people and groups that act in organisations. It is concerned with the influence that they exert on organisations and the influence that organisations exert on them. In other words, CO portrays the continuous interaction and reciprocal influence between people and organisations. It is an important field of knowledge for anyone who has to deal with organisations, whether to create new ones or change existing ones, to work or invest in them or, most importantly, to manage them.

CO is an academic discipline that emerged as an interdisciplinary body of knowledge to study human behaviour in organisations.

Although the definition has remained, in reality, it is not organisations that exhibit certain behaviours, but the people and groups that participate and act in them.

CO refers to the actions of people working in organisations. It is mainly based on contributions from psychology and is a field that deals with the behaviour of individuals, i.e. issues such as personality, attitudes, perception, learning and motivation. CO also relates to the behaviour of groups, i.e. it includes topics such as norms, roles, team building and conflict management. In this sense, it builds on the contributions of sociologists and social psychologists. However, the behaviour of a group of people cannot be understood solely as the sum of the actions of individuals. The behaviour of the group is different from the behaviour of each of its members.

In the research "Procedure for the study of Organisational Behaviour" Bravo et al. (2018), highlight the definitions of OC provided by Robbins and his collaborators, which can be summarised as the impact of individuals and groups on the behaviour of organisations by applying their knowledge in effectiveness. This definition has points in common with Erdogan's (2012) definition of the influence of the knowledge of individuals and groups at work and their dependence on the organisation for the effectiveness of the organisation.

In both, the existence of three dimensions or variables (individual, group and structure) and their interrelation is specified, but these authors do not point out the relationship between them, and in Chiavenato's opinion they are contained in each other.

Dailey (2003) describes organisational behaviour as the study of the performance and attitudes of people within organisations. This field focuses its analysis on how the work of employees contributes to or detracts from the effectiveness and productivity of the organisation. Other authors focus on the impact that individuals, groups and organisational structure have on organisational behaviour.

We must emphasise the importance of human resources within an organisation. There are many different terms used in the current environment in relation to the people who work in a company.

### **Methodology to be developed**

At present, in almost all organisations there is a crisis in leadership and there is a need for good leaders who can carry out the necessary transformations to generate a suitable climate where the followers feel motivated and satisfied, to face the challenges and achieve a better institutional quality and a higher quality of personal life, which is why to carry out this research we would start with the collection of numerical data and later its analysis, it is considered feasible to apply the quantitative research paradigm.

From the interpretative point of view, it is considered a study with a qualitative focus, centred on the phenomenon and not on the results, given that it analyses the subjective reality, deepens the ideas and contextualises the phenomenon and starts from the direct observation of how it is being presented in reality.

The research will have a non-experimental design, according to Hernández et al. (2014) the type of "research is descriptive - correlational". "It is descriptive because it seeks to specify the important properties, characteristics, profiles" of workers who will be supported by answering the instrument, in order to know how the categories of the instrument are manifested. It is correlational, since, the relationship between the dimensions Leadership and Decision Making, Conflict Management, Motivation and Behaviour, Communication and Result Orientation was measured.

The approach is quantitative because the results of the data collection instruments will be analysed and processed in Microsoft Excel. This study is carried out from an explanatory conception with a non-experimental design under a quantitative, non-experimental.

This study is based on a non-experimental, quantitative approach, which allows for the generation of a situational diagnosis as empirical support for the analysis of the research results.

The study sample comprises MSMEs in the centre of Izúcar de Matamoros, which were segmented as follows:

| Size              | Sector Industry | Ranking by number of employees |                 |
|-------------------|-----------------|--------------------------------|-----------------|
|                   |                 | Trade                          | Services        |
| Micro enterprise  | To 10           | To 10                          | To 10           |
| Small enterprise  | 11-50           | 11-30                          | 11-50           |
| Medium enterprise | 51 To 250       | 31-100                         | 51 To 100       |
| Large enterprise  | 251 from now on | 101 from now on                | 101 from now on |

**Table 1**

The instrument will be applied in MSMEs, whose distribution will be given by the participation of companies by size according to INEGI's 2019 Economic Censuses: 66% of the interviews will be carried out in micro-enterprises, 17% in small economic units and the other 17% in small economic units.

17% to small economic units and the remaining. 17% will be conducted with medium-sized enterprises.

The instrument is oriented with: ten dimensions, 55 items with Likert-type scale responses, which are applied in digital format through Google Forms by those responsible for the research and with the collaboration of two students. The digital application will facilitate data collection.

The design of the instrument for data collection is based on the survey or questionnaire method, which is considered a classic procedure in the social sciences for obtaining and recording data. Its versatility allows it to be used as a research instrument and as an instrument for the evaluation of people, processes and training programmes. It is considered to be an evaluation technique that can cover quantitative and qualitative aspects; García, (2023), points out that "the singular characteristic of a survey lies in the fact that it allows a wide population to be consulted in a quick and easy way". population in a quick and cost-effective way.

For this research the instrument that was designed is applied to the human capital of the MSMEs in the centre of Izúcar de Matamoros, which is made up as follows:

| Dimensión                      | Número de ítems | Dimensión                  | Número De ítems |
|--------------------------------|-----------------|----------------------------|-----------------|
| Liderazgo y toma de decisiones | 10              | Calidad                    | 5               |
| Manejo de conflictos           | 10              | Relaciones Interpersonales | 3               |
| Motivación y Comportamiento    | 10              | Iniciativa                 | 2               |
| Comunicación                   | 7               | Trabajo en equipo          | 2               |
| Orientación de resultados      | 3               | Organización               | 3               |

**Table 2**

Martínez (2019), states that, in the development of a documentary measurement instrument, the qualitative research process allows the phases of the development and validation of the instrument to be known, depending on the variables to be studied. It is therefore considered to be a determining factor for the researcher, because it allows the information to be legitimised in order to quantify in a meaningful and appropriate way the feature for the measurement of which the instrument has been developed. In this research, it is considered appropriate that the validation be carried out by experts, due to what Lagunes (2017) states, which indicates that validation by experts is carried out through an interview with at least two experts, to obtain and consider their opinions regarding the content of the instrument. In relation to the above, the doctors who support the validation have a great track record in national and international research.

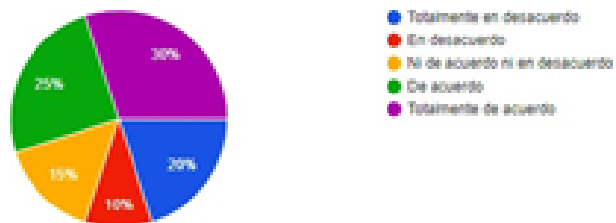
The Organisational Behaviour questionnaire is applied individually to the human capital of micro and small enterprises in a confidential manner in digital format by means of Google Forms, which takes each collaborator around 15 minutes to answer.

The data collection is carried out by means of primary data, as it will be obtained from the results of the application of the instrument.

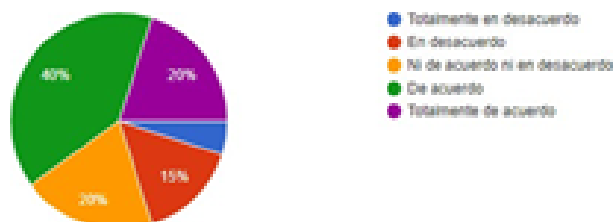
In order to be able to carry out the analysis, as a first phase, the data must be organised and summarised by means of descriptive statistics. Descriptive statistics, specifically frequency distribution.

The data collected and tabulated will be presented in various forms, such as tables and graphs.

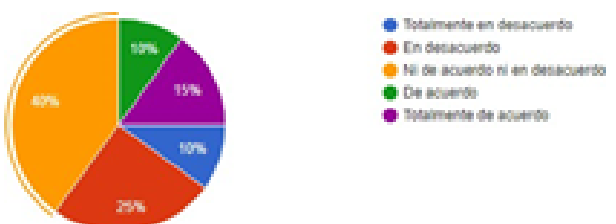
**Results**



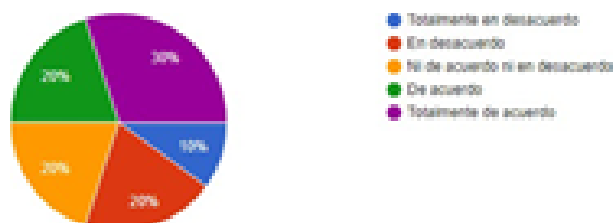
**Graphic 1** Do you consider your boss to be a good leader?



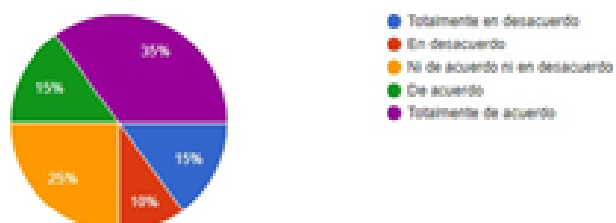
**Graphic 2** When a particular problem arises, it is known who should solve it



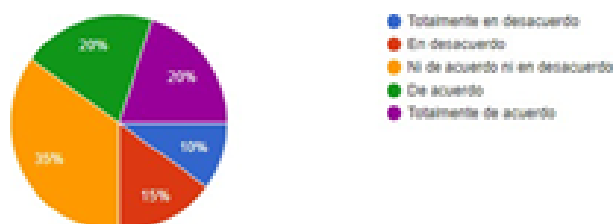
**Graphic 3** My boss promotes positive attitudes to solve it



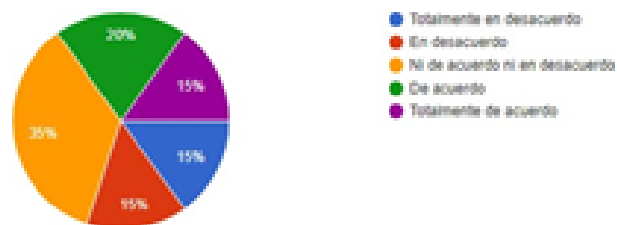
**Graphic 4** My boss is results-oriented at work



**Graphic 5** My boss helps the team in difficult times



**Graphic 6** I receive adequate and timely training to meet new job demands



**Graphic 7** In this job I feel professionally fulfilled

Note: Due to the size of the file it is not possible to add all the graphics.

**Conclusions**

Proposals and recommendations based on the Theory of the Process of Change

Díaz (2016), tells us that if we consider change as a dynamic process that is generated through the modification of different factors within the organisation that are approached from a single theoretical approach, however, Although in reality it is considered that this should be seen as a holistic factor that includes and differentiates the theoretical models to allow less resistance and greater approval to the new acquisition of information, according to the model that is sought to be implemented. Considering the above, proposals and recommendations are presented to solve the areas of improvement that were observed in the results applied to the human capital of MSMEs in the centre of Izúcar de Matamoros. It can be observed in the analysis of the results that the work team considers that there is a marked absence of leadership in the search for work objectives on the part of top management, which causes a hostile environment with a certain level of uncertainty, the quality of internal communication is functional but far from optimal, the great strength detected is that there is coordination between the work team and the management team, The great strength detected is that there is coordination between the work team to carry out the activities, the staff fulfils the tasks entrusted to them showing professionalism, adaptability and a good attitude to teamwork in adverse circumstances is observed, good planning is observed to carry out the work, and indicators are adequately managed to measure the functioning of the activities. It can be observed that there is an area of opportunity in the relationship between the work team and the boss or bosses, causing a climate of insecurity.



For the above reasons, it is recommended to use the ADKAR change model. The ADKAR model is popular for its people-centred approach to change management.

The ADKAR model is popular for its people-centred approach to change management, as it helps to facilitate change at the individual level, and it is considered that this model would help to gradually bring about positive change in the areas of opportunity identified.

The model to be applied would be:

- Awareness: Awareness of the need for change.
- Desire: Desire to participate and support change.
- Knowledge: Knowledge of how to change
- Ability: Ability to implement the change
- Reinforcement: Reinforcement to sustain the change

As the change would be directly dependent on the

As change would depend directly on the top for its successful implementation, it is critical that human capital has a clear understanding of what changes are occurring, why they are occurring and how they affect them personally. This model presents only three simple phases, the only requirement being the commitment of all staff.

- Phase 1. Prepare the approach: define success, define impact and define the approach.
- Phase 2. Manage change: plan and act, track performance and adapt actions.
- Phase 3. Sustain results: evaluate results, activate sustainability and transfer ownership. This will undoubtedly lead to success. It is also considered important for management to receive courses or diplomas in leadership or management skills development.

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